

# LEADING TRANSFORMATION WARWICKSHIRE COUNTY COUNCIL

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Warwickshire*

# The Challenge



To manage the biggest cultural and structural change ever experienced in local government - 190m savings over an 8 year period, rapid transformation and seismic shift in skills, thinking and behaviours across our workforce and communities.....and now an additional 60m

(Or.....How do you keep your workforce engaged when reducing headcount by 30% plus, changing the what and the how of the work and at the same time maintain essential services?)

ARE **YOU** UP FOR

THE **CHALLENGE**

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# One Organisational Plan

- Whole organisation effort – cross themes/cross council
- A new starting point - blank sheet redesign
- Force Multipliers - front line/support
- A different conversation - with staff and members - and with citizens
- Changing Thinking – Changing behaviours – new and different skills/attitudes
- Challenge and innovation – digital by default, demand management, wider community responsibility, Commissioning , PVI sectors – a different offer – enabling and supporting - empowering
- Tough questions - tougher decisions - what next?
- New Operating Models – Outsourcing - Shared Services - LATC - Trading Options – commercial focus
- Academisation
- Devo – Revo – what will it mean?



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# The results

- Savings delivered – and now a further 25% reduction (with more to come)
- Engagement levels up – 67-70% - highest they've been (81% in HR and OD)
- Staff Survey Results – consistently in the upper quartile
- Staff confirm that their immediate manager manages change well
- Staff express confidence in senior leaders to lead change
- Customer satisfaction levels increased
- 30% reduction in staffing

**RESULTS**



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## Key Principles



- ✓ Leadership is *the* top priority
- ✓ Vision - painting the picture
- ✓ Support your leaders to live the change
- ✓ Get ownership of the change so people feel part of it
- ✓ Focus on what is important and build confidence
- ✓ Make it relevant and focus on helping people to care about getting it right
- ✓ It is people who need to accept and embrace change – forget this at your peril
- ✓ Communicate – listen and learn, create space for feedback and reflection
- ✓ Recognise and don't underestimate the time required
- ✓ Never, ever give up!



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